ANALYST WORKSHOP

Impact, Outlook, & Way Forward

Turning what you found into intelligence a client can act on.

PHASE 01
Finding

PHASE 02
Impact

PHASE 03
Outlook

PHASE 04
Way Forward

CONCENTRIC
Your World, Secured

The Problem

We are reporting facts, not intelligence.

WHAT OFTEN GOES OUT

01 A new development is described in detail.

02 Sources and background information are thorough.

03 The item ends where the news article or social post ended.

04 The client is left to work out why it matters.

WHAT THE CLIENT NEEDS

01 Why does this matter to my people, sites, or operations?

02 How much should I worry and how soon?

03 Where is this heading?

04 What can I actually do about it?

Why it Matters

Skipping the "so what" has a cost

CONSEQUENCE 01

Client Guesswork

The client does your job for you. They have to guess at relevance and they might guess wrong, or ignore the item entirely.

CONSEQUENCE 02

Buried Exposure

The real exposure gets buried. A high-impact items reads the same as routine noise, so both get the same attention, or lack thereof.

CONSEQUENCE 03

Erosion of Trust

Trust erodes. If a client cannot see the value of a product, they stop opening it—long before they cancel it.

ANALYST WORKSHOP

The Framework

Every reportable item needs four parts:

PART 01

Finding

What happened?

PART 02

Impact/So What

Why does it matter to THIS client?

PART 03

Outlook/What's Next

Where is this likely heading?

PART 04

Way Forward/Now What

What should the client do about it?

Impact

The impact is the answer to the "so what." What changes for this client's people, assets, operations, or interests?



Which of this client's people, sites, supply chain, interests, or family are exposed.



The severity or magnitude—minor friction, moderate disruption, or material threat.



The precise time frame or urgency of incoming impacts.



Your analytical confidence level that this will materialize, and why.

Impact

Ask first, then write

Questions to answer before you draft

01 Does this touch the client directly?

02 Is exposure physical, financial, operational, or reputational?

03 Has anything like this impacted them (or their peers) before?

04 What would have to be true for this NOT to matter?

Example language to help you draft

✓ USE:

- Increases exposure to
- Disrupts (how long)
- Creates an opening for
- Raises the likelihood of

✗ AVOID:

- Could potentially
- It is possible that (with no judgment after)
- This may or may not impact

Outlook is a Committed Forecast

Based on current drivers, how is this likely to evolve over the time horizon this client cares about?

01

Drivers

The forces pushing the situation one way or another.

02

Indicators

The specific signposts that would confirm or change your assessment.

03

Timeframe

Days, weeks or months which are matched to how the client operates.

04

Confidence

How firm is the judgment and what would move it.

Outlook & Confidence

Clearly communicate how sure you are — and the reasoning behind it.

HIGH

High Confidence

Judgment based on multiple, credible, corroborating sources or a clear, established pattern.

MODERATE

Moderate Confidence

Reasonable basis, but sourcing is limited. Could be a single primary source or partially conflicting data.

LOW

Low Confidence

Plausible but thinly sourced, relying on early reporting, or built on assumptions worth flagging.

Alternative Scenarios: *If a scenario other than your lead judgment is genuinely plausible, briefly discuss it. Do not bury the call by listing every possibility as equal.*

Way Forward

Given the impact and outlook, what specific action should this client consider and why? And by when?

01

Specific

Names an action, not “monitor” the situation.

02

Feasible

Something this client can realistically do.

03

Tailored

Fits their footprint, risk tolerance, and resources.

04

Time-bound

Attached to a window: now, this week, this quarter.

05

Owned

Clear who would act on it.

Writing Impactful Assessments

Before: The News Brief

"Country X's trade ministry announced new export licensing requirements for semiconductor-grade components, effective in 60 days. The rule adds a review step for shipments above a set value threshold."

✗ Key Problems:

- Reads strictly like a standard news report
- No client is named or context provided
- Severity and operational impact are unclear
- No actionable next steps are identified

After: Client-Centric Analysis

IMPACT
Client's Q3 component shipments from Country X face added review time, likely delaying delivery to assembly site by one to two weeks.

OUTLOOK
Licensing queues typically lengthen in the first 90 days of a new rule before staffing catches up; expect the delay to peak then ease.

WAY FORWARD
Client's procurement team should pre-file affected shipments this week and identify a 30-day buffer stock option immediately.

Before You Start: Self-Checklist

01 // INTERPRET, DON'T RESTATE

Do not restate the finding instead of interpreting it.

02 // LAND ON A JUDGMENT

Try not to use hedge words (could, may) without landing on a solid judgment.

03 // SPECIFIC RECOMMENDATIONS

Avoid generic recommendations (like "continue to monitor") with no trigger named.

04 // DEFINE THE TIMEFRAME

Give a clear timeframe to the projected outlook or action.

05 // TAILOR TO THE CLIENT

Ensure the impact is directly tied to this specific client's footprint and interests.

Group Exercise: Write the Impact

Your client: a mid-size logistics firm that uses this software for vendor remote access.

THE FINDING

A previously unknown vulnerability has been disclosed in a widely used remote-access software product. A proof-of-concept exploit is circulating; a patch is available but not yet broadly deployed.

YOUR TASK

In one or two sentences, write the Impact statement.

CONSIDER THE IMPACT CHECKLIST

WHO — Identify the affected client/entities
HOW MUCH — Specify the scale of disruption
HOW SOON — State the operational timeframe
HOW SURE — Express your level of confidence

Group Exercise: Example Response

The Assessment

"We assess it is likely the client's vendor remote-access channel will remain directly exposed until the patch is applied; unpatched systems face an elevated risk of unauthorized access within days, given active exploitation attempts (moderate-high confidence)."

Why This Works

✓ **Specific Exposure:** Names the client's specific exposure (their remote-access use), not the vulnerability in the abstract.

✓ **Magnitude & Timing:** Gives a magnitude and rough time frame, not just "this is bad".

✓ **Confidence Level:** States a confidence level tied directly to a reason.

✓ **Tailored Analysis:** Would not read the same if swapped to a completely different client.

Group Exercise: Impact, Outlook, Way Forward

Your Client

A professional services firm with 40 staff at the office and client meetings scheduled that week.

The Finding

Local authorities have announced a week of planned public-sector strikes in a city where your client operates a regional office, beginning next Monday. Past strikes in this city have included transport stoppages.

Your Task

Draft one sentence each for Impact, Outlook, and Way Forward.

Guidance & Checklist

IMPACT — State scale and timeframe of immediate operational disruption.

OUTLOOK — Project how the situation will evolve over the week.

WAY FORWARD — Provide advice on specific, feasible actions for the firm.

Use the checklist to refine your logic.

Quick Reference

01 // FINDING

Finding

What happened?

02 // IMPACT

Impact

Who does it, how hard, how soon, and how sure?

03 // OUTLOOK

Outlook

Where is this heading and over what timeframe?

04 // WAY FORWARD

Way Forward

What should the client do, and by when?

Questions?

Discussion & Feedback

"Open floor for questions, methodology review, and sharing key takeaways from the exercise."